

AD-A119 044

ILLINOIS UNIV AT URBANA DEPT OF PSYCHOLOGY  
ATTRIBUTIONS OF SUCCESS AND FAILURE AMONG HISPANIC AND MAINSTRE--ETC(U)  
AUG 82 H C TRIANDIS, G MARIN, H BETANCOURT  
N00014-80-C-0407

F76 5/11

UNCLASSIFIED

TR-ONR-21

NL

for  
AD-A  
19044

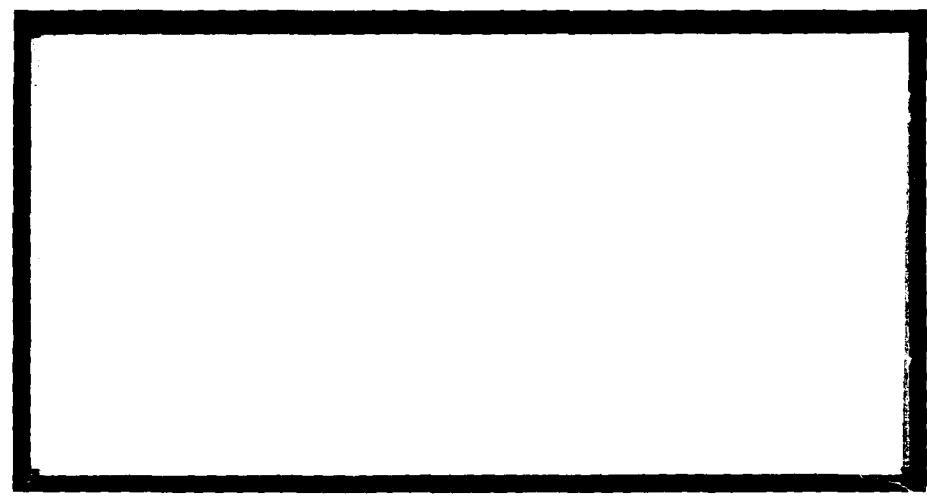
END  
DATE  
FILMED  
10-82  
DTIC

4

AD A119044

# PERSONNEL TECHNOLOGY

**AN EXAMINATION OF HISPANIC AND GENERAL POPULATION  
PERCEPTIONS OF ORGANIZATIONAL ENVIRONMENTS**  
(Harry C. Triandis, Principal Investigator)



**DEPARTMENT OF PSYCHOLOGY  
UNIVERSITY OF ILLINOIS  
URBANA-CHAMPAIGN, ILLINOIS 61820**

Prepared with the support of:

The Organizational Effectiveness Research Programs of the Office of Naval Research  
(Code 452) under Contract N 00014-80-C-0407; NR 170-906

DTIC FILE COPY

**DTIC**  
**ELECTE**  
**S** SEP 8 1982 **D**  
**D**

Reproduction in whole or in part is permitted for any purpose of the United States Government. Approved for Public Release; Distribution unlimited

82 09 08 066

ATTRIBUTIONS OF SUCCESS AND FAILURE  
AMONG HISPANIC AND MAINSTREAM NAVY RECRUITS

Technical Report ONR-21

August, 1982

Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A	



Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER ONR-21	2. GOVT ACCESSION NO. <b>AD A229044</b>	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle)  Attributions of Success and Failure among Hispanic and Mainstream Navy Recruits		5. TYPE OF REPORT & PERIOD COVERED  Interim Technical Report
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s)  Harry C. Triandis                      Hector Betancourt Gerardo Marín                        Yoshihisa Kashima		8. CONTRACT OR GRANT NUMBER(s)  N 00014-80-C-0407
9. PERFORMING ORGANIZATION NAME AND ADDRESS Department of Psychology University of Illinois 603 E. Daniel, Champaign, IL 61820		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS  NR 170-906
11. CONTROLLING OFFICE NAME AND ADDRESS Organizational Effectiveness Research Group Office of Naval Research (Code 442) Arlington, VA 22217		12. REPORT DATE August, 1982
		13. NUMBER OF PAGES 10
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report)  Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report)  Approved for public release; distribution unlimited. Reproduction in whole or in part is permitted for any purpose of the U.S. Government.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)  Hispanics, Attributions, Success, Failure		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)  Forty-nine Mainstream and 41 Hispanic male Navy recruits responded to a questionnaire consisting of 16 items in which they were asked to make a judgment, on a 7 point scale (true--to--false), about the likelihood		

DD FORM 1 JAN 75 1473

EDITION OF 1 NOV 68 IS OBSOLETE  
S/N 0102- LP 014-6601

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

Unclassified

ONR-21

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

that particular causal explanations might be valid in the case of eight success and eight failure events. While the outcome (success-failure) produced large differences in the attributions there were no differences traceable to ethnicity. Both groups took much credit for success, i.e., showed a self-serving bias. These results are consistent with previous research in this project which found only minor differences between Hispanic and Mainstream Navy recruits.

S/N 0102- LF- 014- 6601

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

## Attributions of Success and Failure among Hispanic

### and Mainstream Navy Recruits

Harry C. Triandis,  
University of Illinois,  
Urbana-Champaign

Gerardo Marín, Hector Betancourt,  
Spanish Speaking Mental Health Research Center  
University of California, Los Angeles

and Yoshihisa Kashima  
University of Illinois, Urbana-Champaign

Because of the fact that the range of possible explanations for why some event occurs is very large and may also vary from culture to culture (Triandis, 1972), researchers interested in the area consider causality attributions according to their underlying dimensions. Weiner and associates (e.g., Weiner & Kukla, 1970; Weiner, 1979) for example, have proposed three dimensions for attributions of causality for success or failure situations: (a) locus (causes may be internal or external to the person); (b) stability (causes may be enduring or changing), and (c) controllability (causes may or may not be subject to volitional control). These dimensional properties of causes have been found to be related to important psychological consequences as originally proposed by attribution theory. In this sense, locus is related to self esteem, stability is related to expectancies for future success, and controllability is relevant to feelings of satisfaction and evaluations by others.

A phenomenon that has received a great deal of attention in the study of attribution processes is the so-called self serving bias (see Miller & Ross, 1975). Although the controversial cognitive vs. motivational explanation of the phenomenon has stimulated considerable research (e.g., Bradley, 1978; Miller, 1978; Weary, 1979; Zuckerman, 1979), it seems that the controversy cannot be properly solved now (i.e., Tetlock & Levi, 1982). Despite this state of affairs, the fact that people tend to take more responsibility for favorable outcomes than for unfavorable ones, seems very well established at least in the United States. This is not the case in some

cross-cultural studies. For instance, Fry and Gosh (1980) report that Asian Indian children in Canada assumed more responsibility for failure than for success, whereas Caucasian Canadian children assumed more responsibility for success than for failure.

Experimental data on the self-serving bias phenomenon among Hispanics is lacking although some evidence would suggest lack of cultural differences, at least in terms of internal vs. external attributions (Hui, Triandis & Chang, Note 1).

The present study examined preferred attributions of causality for achievement related events among Hispanic and Mainstream young adult men. Similarities or differences in attributions made by both groups can be informative not only in terms of possible culture specific attributional differences but also in terms of the behavioral implications of the attributions for self esteem and expectancies for future success.

#### Method

##### Subjects

Forty-nine Mainstream and 41 Hispanic male Navy recruits responded to a questionnaire while being classified into Navy jobs, as part of a larger study of their perceptions of the social environment. In each of the three Navy recruit stations (Florida, California, and Illinois) when a Spanish-surname recruit was to be classified, the classification officer checked the recruit's self-identification on an application form on which "Hispanic" was one of the ways in which the applicant could describe himself. If the Spanish-surname recruit had selected the "Hispanic" self-identification label, he was asked to complete the questionnaire. At that time another recruit (with a non-Spanish surname) was randomly selected and given the same questionnaire. These other recruits are here referred to as "Mainstream" and will

include both whites and blacks as well as Hispanics who did not identify themselves as "Hispanic."

### Instrument

A questionnaire consisting of 16 items was used in this study where the respondents were asked to judge on a seven-point scale (1, definitely true, 7 definitely false) how valid each type of causal explanation was for a success event (eight items) and a failure (eight items). Each set of eight items tapped the three dimensional classifications of causal explanations proposed by Weiner (1979) (internal vs. external; stable vs. unstable; controllable vs. uncontrollable). The specific attributions judged by the subjects included ability, task difficulty, immediate effort, typical efforts, mood, luck and usual or unusual help or neglect by others. For example, the item "I was in a very good mood while doing the task" referred to an internal, unstable and uncontrollable causal explanation.

### Results

The responses provided by the subjects were grouped into indices of internality, stability and controllability by subtracting the sum of ratings for one type of explanations (e.g., externality) from the sum of ratings for the opposite attribution (e.g., internality).

A two-way analysis of variance was computed with outcome (success or failure) and ethnicity (Mainstream or Hispanic) as independent variables and the internality index as dependent variable. The results of the analysis showed that the main effect for outcome was significant [ $F(1,178) = 29.9$ ,  $p < .01$ ] whereas the main effect for ethnicity and the interaction between outcome and ethnicity did not reach significance. As shown in Table 1, both Mainstream and Hispanic respondents took more responsibility for their success than for their failure. This pattern suggests then that the self serving bias is operating among our respondents at least in terms of internality.

A MANOVA was done with ethnicity and outcome as the independent variables and internality, stability and controllability as the dependent variables. Again there was no significant difference for ethnicity and there was a highly significant difference by outcome ( $F = 19.5, p < .001$ ). Univariate tests did not change this pattern of findings. The corresponding means and standard deviations are shown in Table 1.

Next, the rating of each item was examined by a two-way MANOVA with outcome and ethnicity as independent variables. The main effect of outcome reached significance ( $F = 13.3, p < .01$ ), while neither ethnicity nor the interaction reached a significant multivariate effect.

In order to further examine the multivariate effect of outcome on the eight dependent variables, univariate F-tests were performed. Table 2 shows how both Hispanic and Mainstream Navy recruits produced significantly different attribution ratings depending on the outcome of their behavior (success or failure) attributable to ability, immediate and typical effort, task difficulty, mood, and usual help or neglect by others. In examining the attribution means (Table 3), both cultural groups showed high attribution ratings for success on ability and on both immediate and typical effort, and relatively high ratings on immediate effort for failure. Although in this analysis the F-ratio for the ethnicity main effect was almost significant, this seems to be a reflection of the number of dependent variables. We are inclined to ignore this result.

### Discussion

The result of this study supports the pattern of findings in the large project concerning Navy recruits, of which this is only a part. The pattern is that the Hispanic and Mainstream recruits do not differ very much except in details. In this study, both ethnic groups showed a self-serving bias; i.e., they took more responsibility for their successes than for their failures.

They also showed the type of attribution pattern that those who are high on need for achievement tend to show (Weiner, Frieze, Kukla, Reed, Rest & Rosenbaum, 1972). That is, our respondents attributed their failure to a lack of effort rather than a lack of ability.

However, one caution seems in order. The questions of the present study were asked in a very abstract and relatively context-free manner, therefore the respondents' answers are expected to reflect their abstract and contextless beliefs about themselves that they would attribute in a certain manner when they "succeed" or "fail". The pattern of attribution ratings may differ depending on the situations in which the outcomes are experienced. Another possible factor that affects attribution is the extent to which people are involved in the task performance (e.g., Miller, 1976).

Another rival hypothesis is that both Hispanic and Mainstream recruits are presenting themselves in the best light (see Bradley, 1978; Miller, 1978; Weary, 1979, for discussion of self-presentational bias in attribution). To put it differently, the reactivity of questions may explain the present result. However, this possibility seems weak because of the convergence of the present finding with other findings about the same population.

## Reference Note

1. Hui, C. H., Triandis, H. C., & Chang, B. H. Locus of control among Mainstream and Hispanic Navy recruits: A methodological and substantive study. (Technical Report ONR-9). Urbana, Illinois: Department of Psychology, University of Illinois, March, 1982.

- Bradley, G. W. Self-serving biases in the attribution processes: A re-examination of the fact or fiction question. Journal of Personality and Social Psychology, 1978, 36, 56-71.
- Fry, P. S., & Ghosh, R. Attributions of success and failure: Comparison of cultural differences between Asian and Caucasian children. Journal of Cross-Cultural Psychology, 1980, 11, 343-363.
- Miller, D. T. Ego involvement and attributions for success and failure. Journal of Personality and Social Psychology, 1976, 34, 901-906.
- Miller, D. T. What constitutes a self-serving attributional bias? A reply to Bradley. Journal of Personality and Social Psychology, 1978, 36, 1221-1223.
- Miller, D. T., & Ross, M. Self-serving biases in the attribution of causality: Fact or fiction? Psychological Bulletin, 1975, 82, 213-225.
- Tetlock, P. E., & Levi, A. Attribution bias: On the inconclusiveness of the cognition--motivation debate. Journal of Experimental Psychology, 1982, 18, 68-88.
- Triandis, H. C. The analysis of subjective culture. New York: Wiley, 1972.
- Weary, G. Self-serving attributional biases: Perceptual or response distortions? Journal of Personality and Social Psychology, 1979, 37, 1418-1420.
- Weiner, B. A theory of motivation for some classroom experiences. Journal of Educational Psychology, 1979, 71, 3-25.
- Weiner, B., & Kukla, B. An attributional analysis of achievement motivation. Journal of Personality and Social Psychology, 1970, 15, 1-20.
- Weiner, B., Frieze, I., Kukla, A., Reed, L., Rest, S., & Rosenbaum, R. M. Perceiving the causes of success and failure. In E. E. Jones, D. E. Kanouse, H. H. Kelley, R. E. Nisbett, S. Valins, & B. Weiner (Eds.), Attribution: Perceiving the causes of behavior. Morristown, NJ: General Learning Press, 1972.
- Zuckerman, M. Attribution of success and failure revisited, or: The motivational bias is alive and well in attributional theory. Journal of Personality, 1979, 47, 245-287.

Table 1

Means and Standard Deviations of Attributions by Ethnic Group and by Outcome

Ethnic Group	<u>Internality</u>		<u>Stability</u>		<u>Controllability</u>	
	Failure	Success	Failure	Success	Failure	Success
Hispanics (N=41)	.6(5.6)	5.8(6.7)	-1.2(4.7)	2.0(4.5)	0.0(4.7)	1.4(5.4)
Mainstream (N=49)	.9(4.7)	4.9(5.3)	-1.0(5.2)	2.5(3.2)	-.2(5.0)	2.3(4.3)

Note: The larger the number the more the attribution reflects the label heading the column.

Table 2

Results of F-test for each Possible Attribution

Hypothesis	Error		
	MS	MS	F
Ability	144.0	2.7	53.31**
Immediate Effort	28.0	2.9	9.57**
Typical Effort	271.3	3.4	79.93**
Task Difficulty	28.0	2.9	9.57**
Luck	.1	3.3	.02
Mood	16.2	3.0	5.36*
Unusual Help or Neglect by Others	5.3	3.2	1.65
Usual Help or Neglect by Others	32.1	2.8	11.41**

\*  $p < .05$ \*\*  $p < .01$ Note: all  $df = 1.176$

Table 3

## Means and Standard Deviations of Attribution Ratings

Attributional Referents	<u>Mainstream</u>		<u>Hispanic</u>	
	Failure	Success	Failure	Success
Ability	4.0 (1.6)	5.8 (1.4)	3.5 (1.9)	5.3 (1.7)
Immediate effort	4.5 (2.0)	5.8 (1.4)	3.9 (2.1)	5.8 (1.6)
Typical effort	3.2 (2.1)	5.2 (1.6)	3.0 (2.2)	6.0 (1.4)
Task difficulty	4.1 (1.8)	4.4 (1.5)	3.5 (1.8)	4.8 (1.8)
Luck	3.2 (1.7)	3.0 (1.7)	3.0 (1.9)	3.3 (2.0)
Mood	4.1 (1.5)	4.4 (1.6)	3.8 (2.0)	4.8 (1.8)
Unusual help or neglect by others	4.0 (1.8)	4.4 (1.6)	3.8 (1.8)	4.0 (2.0)
Usual help or neglect by others	3.6 (1.8)	4.6 (1.3)	3.2 (1.6)	3.9 (1.9)

# DISTRIBUTION LIST

## List 1 (Mandatory)

(12 copies)

Defense Technical Information Center  
ATTN: DTIC DDA-2  
Selection and Preliminary Cataloging Sec.  
Cameron Station  
Alexandria, VA 22314

Library of Congress  
Science and Technology Division  
Washington, DC 20540

Office of Naval Research  
Code 4420E (3 copies)  
800 N. Quincy St.  
Arlington, VA 22217

Naval Research Laboratory  
Code 2627 (6 copies)  
Washington, DC 20375

Office of Naval Research  
Director, Technology Programs  
Code 200  
800 N. Quincy St.  
Arlington, VA 22217

Office of Naval Research  
Code 440  
800 N. Quincy St.  
Arlington, VA 22217

Office of Naval Research  
Code 442PT  
800 N. Quincy St.  
Arlington, VA 22217

Office of Naval Research  
Code 442EP  
800 N. Quincy St.  
Arlington, VA 22217

## List 2 ONR Field

ONR Western Regional Office  
1030 E. Green St.  
Pasadena, CA 91106

Psychologist  
ONR Western Regional Office  
1030 E. Green St.  
Pasadena, CA 91106

ONR Regional Office  
536 S. Clark St.  
Chicago, IL 60605

Psychologist  
ONR Regional Office  
536 S. Clark St.  
Chicago, IL 60605

Psychologist  
ONR Eastern Regional Office  
495 Summer St.  
Boston, MA 02210

ONR Eastern/Central Regional Office  
495 Summer St.  
Boston, MA 02210

## ONR MISC.

LCOL Amilcar Vasquez  
Marine Corps  
Dept. of the Navy  
Assistant of DASN(E0)  
The Pentagon, Room 5D824  
Washington, DC 20350

CAPT. A. T. Eyler  
OP-150  
Department of the Navy  
Washington Navy Yard, Bldg. #212  
Washington, DC 20370

CDR Ken Johnson  
Department of the Navy  
Navy Recruiting Command  
Room 217  
Ballston Tower #3, Arlington, VA 22214

Dr. Al Lau  
Navy Personnel Research and  
Development Center  
San Diego, CA 92152

List 3 OPNAV

Deputy Chief of Naval Operations  
(Manpower, Personnel, and Training)  
Head, Research, Development, and  
Studies Branch (Op-115)  
1812 Arlington Annex  
Washington, DC 20350

Director  
Civilian Personnel Division (OP-14)  
Department of the Navy  
1803 Arlington Annex  
Washington, DC 20350

Deputy Chief of Naval Operations  
(Manpower, Personnel, and Training)  
Director, Human Resource Management  
Plans and Policy Branch (Op-150)  
Department of the Navy  
Washington, DC 20350

Chief of Naval Operations  
Head, Manpower, Personnel, Training  
and Reserves Team (Op-964D)  
The Pentagon, 4A478  
Washington, DC 20350

Chief of Naval Operations  
Assistant, Personnel Logistics  
Planning (Op-987H)  
The Pentagon, 5D772  
Washington, DC 20350

List 4 (NAVMAT)

Program Administrator for Manpower,  
Personnel, and Training  
MAT-0722 (A. Rubenstein)  
800 N. Quincy St.  
Arlington, VA 22217

Naval Material Command  
Management Training Center  
NAVMAT 09M32  
Jefferson Plaza, Bldg. #2, Rm. 150  
1421 Jefferson Davis Highway  
Arlington, VA 20360

Naval Material Command  
MAT-00K  
(J. W. Tweeddale)  
OASN(SNL)  
Room 236  
Crystal Plaza #5

Naval Material Command  
MAT-00KB  
OASN(SNL)  
Room 236  
Crystal Plaza #5  
Washington, DC 20360

Naval Material Command  
MAT-03  
(J. E. Colvard)  
Room 236  
Crystal Plaza #5  
Washington, DC 20360

List 4 (NPRDC)

Commanding Officer (3 copies)  
Naval Personnel R&D Center  
San Diego, CA 92152

Naval Personnel R&D Center  
Dr. Robert Penn  
San Diego, CA 92152

Dr. Ed Aiken  
Naval Personnel R&D Center  
San Diego, CA 92152

Navy Personnel R&D Center  
Washington Liaison Office  
Building 200, 2N  
Washington Navy Yard  
Washington, DC 20374

List 5 BUMED

Commanding Officer  
Naval Health Research Center  
San Diego, CA 92152

CDR William S. Maynard  
Psychology Department  
Naval Regional Medical Center  
San Diego, CA 92134

Naval Submarine Medical  
Research Laboratory  
Naval Submarine Base  
New London, Box 900  
Groton, CT 06349

Director, Medical Service Corps  
Bureau of Medicine and Surgery  
Code 23  
Department of the Navy  
Washington, DC 20372

Naval Aerospace Medical Research Lab  
Naval Air Station  
Pensacola, FL 32508

Program Manager for Human  
Performance (Code 44)  
Naval Medical R&D Command  
National Naval Medical Center  
Bethesda, MD 20014

Navy Medical R&D Command  
ATTN: Code 44  
National Naval Medical Center  
Bethesda, MD 20014

List 6

Naval Academy & Naval Postgrad. School

Naval Postgraduate School  
ATTN: Dr. Richard S. Elster  
(Code 012)  
Department of Administrative Sciences  
Monterey, CA 93940

Naval Postgraduate School  
ATTN: Prof. John Senger  
Operations Research & Administrative  
Science  
Monterey, CA 93940

Superintendent  
Naval Postgraduate School  
Code 1424  
Monterey, CA 93940

Naval Postgraduate School  
ATTN: Dr. James Arima  
Code 54-Aa  
Monterey, CA 93940

Naval Postgraduate School  
ATTN: Dr. Richard A. McGonigal  
Code 54  
Monterey, CA 93940

U.S. Naval Academy  
ATTN: CDR J. M. McGrath  
Department of Leadership & Law  
Annapolis, MD 21402

Prof. Carson K. Eoyang  
Naval Postgraduate School  
Code 54EG  
Department of Admin. Sciences  
Monterey, CA 93940

Superintendent  
ATTN: Director of Research  
Naval Academy, U.S.  
Annapolis, MD 21402

List 8 Navy Miscellaneous

(2 copies)

Naval Military Personnel Command  
HRM Department (NMPC-6)  
Washington, DC 20350

Naval Training Analysis  
and Evaluation Group  
Orlando, FL 32813

Commanding Officer  
ATTN: TIC, Bldg. 2068  
Naval Training Equipment Center  
Orlando, FL 32813

Chief of Naval Education  
and Training (N-5)  
Director, Research Development,  
Test and Evaluation  
Naval Air Station  
Pensacola, FL 32508

Chief of Naval Technical Training  
ATTN: Dr. Norman Kerr, Code 017  
NAS Memphis (75)  
Millington, TN 38054

Navy Recruiting Command  
Head, Research and Analysis Branch  
Code 434, Room 8001  
801 North Randolph St.  
Arlington, VA 22203

Commanding Officer  
USS Carl Vinson (CVN-70)  
Newport News Shipbuilding &  
Drydock Company  
Newport News, VA 23607

Naval Weapons Center  
Code 094 (C. Erickson)  
China Lake, CA 93555

Jesse Orlansky  
Institute for Defense Analyses  
1801 N. Beauregard St.  
Alexandria, VA 22311

List 9 USMC

Headquarters, U.S. Marine Corps  
Code MPI-20  
Washington, DC 20380

Headquarters, U.S. Marine Corps  
ATTN: Dr. A. L. Slafkosky  
Code RD-1  
Washington, DC 20380

Education Advisor  
Education Center (E031)  
MCDEC  
Quantico, VA 22134

Commanding Officer  
Education Center (E031)  
MCDEC  
Quantico, VA 22134

Commanding Officer  
U.S. Marine Corps  
Command and Staff College  
Quantico, VA 22134

List 10 DARPA

(3 copies)

Defense Advanced Research Proj. Agency  
Director, Cybernetics Tech. Office  
1400 Wilson Blvd., Room 625  
Arlington, VA 22209

Mr. Michael A. Daniels  
Int'l Public Policy Research Corp.  
6845 Elm St., Suite 212  
McLean, VA 22101

Dr. A. F. K. Organski  
Center for Political Studies  
Institute for Social Research  
University of Michigan  
Ann Arbor, MI 48106

List 11 Other Federal Government

Dr. Douglas Hunter  
Defense Intelligence School  
Washington, DC 20374

Dr. Brian Usilaner  
GAO  
Washington, DC 20548

Nat'l Institute of Education  
ATTN: Dr. Fritz Mulhauser  
EOLC/SMO  
1200 19th St., N.W.  
Washington, DC 20208

Nat'l Institute of Mental Health  
Div. of Extramural Research Programs  
5600 Fishers Lane  
Rockville, MD 20852

Nat'l Institute of Mental Health  
Minority Group Mental Health Programs  
Room 7 - 102  
5600 Fishers Lane  
Rockville, MD 20852

Office of Personnel Management  
Office of Planning and Evaluation  
Research Management Div.  
1900 E Street, N.W.  
Washington, DC 20415

Office of Personnel Management  
ATTN: Ms. Carolyn Burstein  
1900 E Street, NW.  
Washington, DC 20415

Office of Personnel Management  
ATTN: Mr. Jeff Kane  
Personnel R&D Center  
1900 E Street, N.W.  
Washington, DC 20415

Chief, Psychological Research Branch  
ATTN: Mr. Richard Lanterman  
U.S. Coast Guard (G-P-1/2/TP42)  
Washington, DC 20593

Social and Developmental Psychology  
Program  
National Science Foundation  
Washington, DC 20550

List 12 Army

Headquarters, FORSCOM  
ATTN: AFPR-HR  
Ft. McPherson, GA 30330

Army Research Institute  
Field Unit - Leavenworth  
P.O. Box 3122  
Fort Leavenworth, KS 66027

Technical Director  
Army Research Institute  
5001 Eisenhower Avenue  
Alexandria, VA 22333

Director  
Systems Research Laboratory  
5001 Eisenhower Ave.  
Alexandria, VA 22333

Director  
Army Research Institute  
Training Research Laboratory  
5001 Eisenhower Ave.  
Alexandria, VA 22333

Dr. T. O. Jacobs  
Code PERI-IM  
Army Research Institute  
5001 Eisenhower Avenue  
Alexandria, VA 22333

Col. Howard Prince, Head  
Department of Behavior  
Science and Leadership  
U.S. Military Academy,  
New York 10996

List 13 Air Force

Air University Library  
LSE 76-443  
Maxwell AFB, AL 36112

Col. John W. Williams, Jr.  
Head, Dept. of Behavioral Science  
and Leadership  
U.S. Air Force Academy, CO 80840

Maj. Robert Gregory  
USAFA/DFBL  
U.S. Air Force Academy, CO 80840

AFOER/NL (Dr. Fregly)  
Building 410  
Bolling AFB  
Washington, DC 20332

Dept. of the Air Force  
Maj. Bossart  
HQUSAF/MPXHL  
The Pentagon  
Washington, DC 20330

Technical Director  
AFHRL/MO(T)  
Brooks AFB  
San Antonio, TX 78235

AFMPC/MPCYPR  
Randolph AFB, TX 78150

List 15 Current Contractors

Dr. Richard D. Arvey  
University of Houston  
Department of Psychology  
Houston, TX 77004

Dr. Stuart W. Cook  
Institute of Behavioral Science #6  
University of Colorado  
Box 482  
Boulder, CO 80309

Dr. L. L. Cummings  
Kellogg Graduate School of Management  
Northwestern University  
Nathaniel Leverone Hall  
Evanston, IL 60201

Dr. Henry Emurian  
The Johns Hopkins University  
School of Medicine  
Department of Psychiatry &  
Behavioral Science  
Baltimore, MD 21205

Bruce J. Bueno De Mesquita  
University of Rochester  
Dept. of Political Science  
Rochester, NY 14627

Dr. John P. French, Jr.  
University of Michigan  
Institute for Social Research  
P.O. Box 1248  
Ann Arbor, MI 48106

Dr. Paul S. Goodman  
Graduate School of Industrial Admin.  
Carnegie-Mellon University  
Pittsburgh, PA 15213

Dr. J. Richard Hackman  
School of Organization & Management  
Box 1A  
Yale University  
New Haven, CT 06520

Dr. Lawrence R. James  
School of Psychology  
Georgia Institute of Technology  
Atlanta, GA 30332

Allan P. Jones  
University of Houston  
4800 Calhoun  
Houston, TX 77004

List 15 Current Contractors

Dr. Frank J. Landy  
Department of Psychology  
The Pennsylvania State University  
417 Bruce V. Moore Bldg.  
University Park, PA 16802

Dr. Bibb Latané  
Department of Psychology  
The Ohio State University  
404B West 17th St.  
Columbus, OH 43210

Dr. Edward E. Lawler  
University of Southern California  
Graduate School of Business Admin.  
Los Angeles, CA 90007

Dr. Edwin A. Locke  
College of Business & Management  
University of Maryland  
College Park, MD 20742

Dr. Fred Luthans  
Regents Professor of Management  
University of Nebraska - Lincoln  
Lincoln, NE 68588

Dr. R. R. Mackie  
Human Factors Research  
A Division of Canyon Research  
5775 Dawson St.  
Goleta, CA 93017

Dr. William H. Mobley  
College of Business Admin.  
Texas A&M University  
College Station, TX 77843

Dr. Thomas M. Ostrom  
Dept. of Psychology  
The Ohio State University  
116E Stadium  
404C West 17th Avenue  
Columbus, OH 43210

Dr. William G. Ouchi  
Graduate School of Management  
University of California, Los Angeles  
Los Angeles, California 90024

Dr. Irwin G. Sarason  
Dept. of Psychology, NI-25  
University of Washington  
Seattle, WA 98195

Dr. Benjamin Schneider  
Department of Psychology  
Michigan State University  
East Lansing, MI 48824

Dr. Edgar H. Schein  
Sloan School of Management  
Massachusetts Institute of Technology  
Cambridge, MA 02139

H. Ned Seelye  
International Resource Development, Inc.  
P. O. Box 721  
LaGrange, IL 60525

Dr. H. Wallace Sinaiko  
Program Director, Manpower Research  
and Advisory Services  
Smithsonian Institution  
801 N. Pitt St., Suite 120  
Alexandria, VA 22314

Dr. Richard M. Steers  
Graduate School of Management  
University of Oregon  
Eugene, OR 97403

Dr. Siegfried Streufert  
Dept. of Behavioral Science  
The Pennsylvania State University  
Milton S. Hershey Medical Center  
Hershey, PA 17033

Dr. James R. Terborg  
University of Oregon, West Campus  
Dept. of Management  
Eugene, OR 97403

Dr. Howard M. Weiss  
Dept. of Psychological Sciences  
Purdue University  
West Lafayette, IN 47907

Dr. Philip G. Zimbardo  
Dept. of Psychology  
Stanford University  
Stanford, CA 94305